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ABSTRACT

The result of a year-long study designed to establish a 5-year plan for preserving Northwestern University Library's collections, this report draws on preliminary task force reports to make 14 specific recommendations that will enable the library to meet its preservation challenge. The recommendations are presented in four clusters which address the areas of library material, library buildings, library staff and users, and maintaining innovation and leadership. Strategies for the future are also discussed. In addition, eight attachments provide supplementary imformation. Their titles are as follows: (1) Summary of Recommendations; (2) Extent of the Need for Various Preservation Treatments; (3) Discussion Paper for a Mass Deacidification Facility; (4) Ten- Ten-Year Growth and Allocation of the One Percent Levy for Preservation; (5) Preservation Department Organization Chart; (6) Policy Statement on Preservation Selection; (7) Study Team Discussion Paper on Additional Storage Space for the Collections; and (8) Job Description for the Administrative Assistant for the Preservation Department. (KM)

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This final report is one of ten in a series resulting from libraries conducting the OMS **Preservation Planning Program** (PPP). A two-year grant from the National Endowment for the Humanities enabled the OMS to select and work with ten Association of Research Libraries members as they conducted the **Preservation Planning Program** and served as demonstration sites for other libraries in their areas. Applications from interested libraries were screened in Fall 1984, and ten libraries were chosen to conduct PPP self-studies from 1984 to 1986.

The **Preservation Planning Program** is designed to put self-help tools into the hands of library staff responsible for developing plans and procedures for preserving library materials. A typical library takes from four to six months to complete the Program, which involves the cooperation of 25 to 30 staff members. Using a structured planning procedure, a manual, and an extensive resource notebook, library staff prepare a detailed action plan for local preservation program development for the next three to five years, with the on-site assistance of a librarian-consultant trained by the Office of Management Studies.

Most PPP final reports begin with a discussion of the background of the institution and the external factors related to the current preservation situation. Task force reports then provide details on the specific concerns and interests of the individual sites. In a final section, libraries lay out their implementation plans.

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FINAL REPORT

of the
Preservation Planning Program
Study Team

August 1986

Northwestern
University Library

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NORTHWESTERN UNIVERSITY LIBRARY

PRESERVATION PLANNING PROGRAM

FINAL REPORT

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EXECUTIVE SUMMARY

Northwestern University Library faces a preservation challenge that is massive in size and formidable in cost. A survey of the collections indicates that nine out of every ten books in the library need treatment. The total cost of preserving the collections is conservatively estimated at $45,000,000, which is more than twenty times the Library's present acquisition budget.

The need for preservation arises, in part, from the ordinary wear and tear to which an actively-used research collection is subject. But the fundamental reason lies in the chemical instability of virtually all paper manufactured since 1850. The mass production technologies that made paper abundantly available also created a medium that is chemically self-destructive. Modern papers are usable for only about fifty years. Thereafter they become so brittle that further significant use will destroy them. When that happens, the record of human activity and achievement that has been kept on paper is lost. Such a loss would cripple the University's teaching and research mission.

To prevent this massive and long-term impoverishment of Northwestern, the University Library has pursued a year-long self study of its preservation activities. The purpose of the study was to establish a five-year strategic plan for preserving the collections. The study team first wrote a background paper on the history and present status of the Library's preservation program. That paper included charges to five task forces, which were created to investigate and make recommendations on several key areas. Drawing on the task force reports, this final report makes fourteen specific recommendations that will, when acted on, enable the Library to meet the substantial challenge of preserving its collections.

The recommendations are clustered in four groups, the first three of which deal with the main determinants of collection longevity: the physical condition of the collections themselves, the environmental conditions in which the collections are stored, and the care with which library staff and users handle the collections. A fourth cluster recommends the action needed to maintain an innovative preservation program at Northwestern.

The first cluster of recommendations, relating to the physical condition of the collections, urges that Northwestern work with other research libraries to create a mass deacidification facility that can neutralize the acids that will otherwise destroy six out of every ten of our books (Recommendation 1.1). The Library should also initiate a cooperative program for reformatting the three out of every ten books that have already become too brittle to sustain further use (Recommendation 1.2). The Library should maintain its current level of mending (Recommendation 1.3), increase somewhat the level of commercial binding (Recommendation 1.4), enlarge its staff for specialized conservation treatment (Recommendation 1.5), and strengthen the policies under which material from the collection is identified for preservation treatment (Recommendation 1.6).

The second cluster of recommendations, relating to environmental conditions for the collections, identifies a number of building repairs needed to ensure safe storage for the collections (Recommendation 2.1) and calls for the monitoring of temperature and humidity conditions in the Deering, University, and Mudd Libraries, where the buildings' mechanical systems and controls can be expected to provide adequate environmental conditions (Recommendation 2.2). The Library should also begin planning for the additional storage space that will be needed in 1995 (Recommendation 2.3), and put disaster prevention and disaster action teams in place (Recommendation 2.4).

A third cluster of recommendations focuses on the education of Library staff and users in preservation concerns. The Library should create a new position in the Preservation Department charged with carrying out a preservation education program, among other duties (Recommendation 3.1), and should provide a modest level of funding to support that program (Recommendation 3.2).

The last cluster of recommendations urges that the Library undertake a training program, supported with outside funds, to help meet the national shortage of library preservation personnel (Recommendation 4.1), and perform an annual evaluation of the Preservation Department's progress in carrying out its five-year program (Recommendation 4.2).

Some of these recommendations involve no new costs, while others require substantial additional expenditures. The first two recommendations on mass deacidification and reformatting brittle books (Recommendations 1.1 & 2) together account for 70% of the $1.7 million the study team believes should be added, over the next ten years, to the Library's expenditures for preservation. The recommended sources for these funds are a recurring 1% levy on the Library's acquisition budget, which will produce $1,080,000 over ten years; gift and grant funds totalling $322,000; and the Library's regular personnel budget for $290,000. Continued growth of the endowment supporting preservation, which is expected, will reduce the call on the acquisition and personnel budgets.

The final report is meant to help position the Library well to act on the preservation problems it faces. But the Library must do more than just position itself strategically; it must also create an environment within the Library that fosters preservation. Doing so will require that the Library give high priority to preservation in shaping its program and budget; develop an intelligent selection policy to guide the hard choices that must be made between items that will be preserved and those that will not; pursue cooperative action among research libraries whenever that allows Northwestern to preserve more material than would otherwise be possible; see the preservation problem whole and in all of its complexity, so that action on one part of the problem is not mistaken for action on the whole; adopt new technologies where they are cost-effective, durable, and practical for library users; and do everything possible to help its preservation staff understand the changing circumstances of research and of libraries, and respond to those changes with an innovative and entrepreneurial spirit.

The adoption of these specific actions and general attitudes will enable Northwestern University Library to meet the threat posed by highly acidic papers. Such paper carries the verbal record of the modern world. To lose it would be fatal to the educational mission of the University and an abrogation of the fundamental responsibility for transmitting human culture that every library has.

INTRODUCTION

In May 1986 a new issue of the journal Publishing History arrived at Northwestern University Library and was added to the collections. The Library spent $30 to acquire this issue and approximately $10 to process it for use by readers. In the same month the Library acquired approximately 6,000 other volumes and spent about $500,000 doing so. What can members of the University community expect to happen to the new issue of Publishing History, and to all the other books and journals that are added to the collection at such substantial cost?

Publishing History is bought to be read, and just reading it will weaken its paper binding. Potentially more damaging is the structural wrenching involved in getting a clear photocopy of its pages. In time, when the Library has received a complete volume, Publishing History will be bound in boards and cloth, and thereby considerably strengthened. But crowded shelving will lead to damaged bindings, as users pull the volume off the shelf, and heavy use will lead to worn cloth, torn end papers, and failed bindings. Printed volumes are remarkably durable, but not infinitely so, and every year the Library identifies more than 15,000 volumes that must be repaired or rebound.

Much more damaging than any of the visible wear and tear that Publishing History will experience is the instability of the paper on which it is printed. Residual chemicals from the paper's manufacture will combine with atmospheric humidity to produce sulfuric acid. The acid will in time destroy the fibers that give paper its strength. In perhaps fifty years, the issue of Publishing History added to the collection in May 1986 will be so brittle that it will begin to crumble in the hands of those who wish to read it. The Library will lose this journal and thousands of other volumes it has acquired; the immense capital value of the Library's collections will be wasted; and the ability of the University community to pursue its teaching and research will be irreparably damaged.

This is an unexaggerated statement of what could happen to Publishing History and to virtually everything else we are now adding to the collections. The harbinger of this bleak future is the visible deterioration of material that has been collected at Northwestern's Library over the past 100 years. The purpose of a library preservation program is to provide a different future for the collections and the academic community that depends on them. An effective preservation program will ensure that research materials remain available to users for hundreds of years; it will ensure that the capital value of the collections grows rather than is wasted; it will ensure that the record of our heritage and of all human accomplishment survives.

The purpose of this report is to help ensure that Northwestern University will have, in the twenty-first century and beyond, the strong research collections that have long distinguished it among American institutions of higher education. This report is meant to help position the Library strategically to act on its preservation needs. The report advances four clusters of recommendations. The first three clusters relate to the main determinants of collection longevity: the physical condition of the collections themselves, the environmental conditions in which the collections are stored, and the care with which Library staff and users handle the collections. A fourth set of recommendations relates to the need to maintain an innovative program of preservation activities at Northwestern. Each of the recommendations is accompanied by a rationale statement; and for each the responsible personnel, a timetable for action, and a source of funds are identified. The recommendations are summarized in Attachment 1. Taken together, these recommendations constitute a coherent and effective library preservation program for Northwestern University.

This report and its recommendations are the outcome of a planning process that began at Northwestern University Library in April 1985. The self-study Preservation Planning Program was designed by the Association of Research Libraries' Office of Management Studies. Northwestern was chosen to be one of ten demonstration sites for the Program, which had financial support from the National Endowment for the Humanities. The self study has been carried out by a study team that was charged by the University Librarian to prepare a strategic plan for preservation for the next five years. Study team members are the authors of this report, and in their deliberations they had the assistance of two OMS consultants, Jutta Reed-Scott and Barbara von Wahlde.

The first step in the preservation planning process was the preparation by the study team of the Preservation Plannning Program Background Paper (October 1985). That paper described the history of preservation activities at Northwestern and commented both on the application of strategic planning to academic libraries and on the basic planning assumptions that had guided the study team. Most important, the background paper set the second step of planning in motion by charging five task forces with responsibility for investigating and developing recommendations on a number of matters crucial to preservation planning. The task forces and their chairpersons were: Task Force A on Environmental Conditions (William Brown until 30 October 1985 and Mary Roy thereafter), Task Force B on the Physical Condition of the Collections (Elayne Bond and Richard Frieder, co-chairpersons), Task Force C on Organization (Priscilla Andre), Task Force D on Disaster Control (Russell

Maylone), and Task Force E on Instructional Programs (Rolf Erickson). Thirty-seven library staff members worked on task force assignments for just over 1,800 hours. The task force reports, which were completed in March and April 1986, document the Library's preservation activities and needs and embody the Library's most detailed thinking about the specific action that should now be taken. The task force reports are models of investigation and analysis and will be invaluable guides to action for years to come.

The final report of the study team is the third and last step of the Preservation Planning Program. The final report is not a recapitulation of the task force reports; certainly it is no substitute for those reports or for the 141 different recommendations they make. The final report is, rather an attempt to weld the diverse concerns of the five task forces into a coherent and practical plan of action. The study team expects those who carry out the recommendations of this final report to attend carefully to the task force reports, even though they will have the freedom to implement the preservation program as developing circumstances require.

CLUSTER 1 RECOMMENDATIONS REGARDING LIBRARY MATERIAL

Strategic planning for preservation must begin with the library collections themselves. The six recommendations that follow will position the Library effectively for acting on the preservation problems posed by the physical nature of most research material: its paper, ink, cardboard, glue and cloth.

The condition survey conducted by Task Force B sets much of the Library's preservation agenda with just two of its findings: 30% of the collection is now so brittle that its paper breaks when folded four or fewer times, and an additional 63% of the collection is on paper that, while not yet brittle, is acidic and will become brittle in time. What this means is that some 722,000 volumes have paper so brittle that they cannot now be used, except with extraordinary care. Significant use is likely to damage these brittle books in ways that simply cannot be repaired. An additional 1,516,000 volumes are printed on paper with such high acid content that in time they also will become too brittle to use, if no action is taken. Together, these 2,238,000 volumes represent 93% of the investment Northwestern University has made in research material over the last century and a quarter. There is no reason to believe these books will exist in usable form at Northwestern a century from now unless corrective action is taken now.

A third finding of Task Force B, not about the paper of our collections but about the binding structures that hold the paper together as books, is equally sobering. Some 20% of the collection as it now exists on our shelves needs repair because the binding is damaged or not functional at all, because the leaf attachment is not intact, or because previous repairs are potentially damaging. Even when this 20% of the collection is reduced by removing the books which are now so brittle that repair would be impossible or ineffective, the Library is still left with some 290,000 volumes that must be repaired if they are to survive further use.*

The following recommendations address these three distinctive preservation problems which, taken together, affect nine out of every ten volumes that the Library owns. Attachment 2 gives in graph form the number of volumes, the time frame, and the costs involved in these recommendations. As that graph makes clear, the challenge of preservation work at Northwestern is massive in size and urgent for hundreds of thousands of volumes. These recommendations necessarily contemplate action over long periods of time. The study team expects that circumstances both within and outside the Library will change, producing possibly dramatic changes for the projections made in this report. The exceptionally long-term projections made here are not meant to be reliable predicitions of the future. They are meant rather to emphasize the size of tasks before us. Even so, it is well to remember that sustained action over long periods of time is the customary manner of building distinction in research libraries. There is no reason to be daunted by either the size or the expense of the preservation work that must be done; there is every reason to begin that work now.

RECOMMENDATION 1.1 ON MASS DEACIDIFICATION

Northwestern University Library should work to create a mass deacidification facility for the approximately 60% of its collections that are acidic but not yet so brittle as to require reformatting.

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* The figures used in this paragraph and the previous one are drawn from the Task Force B survey of a sample representing about half of Northwestern's collections. For the sake of simplicity, the conditions of the sampled half of the collection are assumed to exist throughout the collection.

Rationale. Mass deacidification is the most cost-effective step that Northwestern can now take to preserve the University's investment in research material. At an estimated cost of $5 per volume (comparable to binding costs), mass deacidification will increase the longevity of paper by factors of three to five, or up to 250 years, depending on the condition of the paper when treated. Because of its relatively low cost, mass deacidification is the linch pin of our preservation program. Without it there is no hope that the Library's collections will remain intact for future generations of students and scholars at Northwestern.

Northwestern University Library has already taken some preliminary steps toward creating a mass deacidification facility and identifying possible sources of support for it. Those steps should be vigorously pursued. The basic rationale for a cooperatively owned and operated facility is set out in a discussion paper (Attachement 3) that was put before the collection management and preservation officers of the institutions that make up the Committee on Institutional Cooperation (hereafter the CIC). That paper will also be discussed by the CIC library directors at a late summer or early fall 1986 meeting.

Two things should be emphasized about the proposed mass deacidification facility. The first is that the installation's capacity, the cost of building it, and its operating budget are estimated only roughly. These estimates can and will be refined as part of the process by which other libraries are enlisted in the project. Second, the proposed facility may well become technologically obsolete within fifteen years, or it may in that time become inadequate to handle the demand for deacidification. Both are in fact desirable outcomes. Mass deacidification needs to be carried out at more than one site in the Midwest, and there is every indication that a significant market for such services would produce new technologies and new providers. The development of adequate and stable base budgets for mass deacidification will in the long run stimulate further innovation in this crucial area of preservation.

Responsibility. The Assistant University Librarian for Collection Management and the Preservation Librarian should work with the University Librarian, the Development Department, and librarians at other institutions to develop the facility.

Timetable. A viable business plan and the necessary financial commitments from other libraries and from funding agencies should be developed in FY1987. The facility should be built and in operation by FY1990, though for budgetary reasons it might not reach its full capacity until 1995.

Source of Funds. The study team proposes a 1% levy on the book and serial funds, made on a recurring and cumulative basis over nine years, as the primary source of new funds for the preservation program. The allocation of those funds is summarized in Attachment 4. This funding mechanism has been put in place with the allocation of a 1% levy ($20,000) to the preservation budget in FY1987; another 1% should be allocated in FY1988, thereby producing an increased base budget for preservation of $40,000. Continuing this practice for nine years will produce an increased base budget of $180,000. These values (and all the statements about funding made in this final report) involve FY1986 dollars and are not adjusted for inflation. It is assumed that the book and serial funds will in fact increase approximately as much as the CPI over the next nine years, so that the 1% levy will produce significantly more than $180,000 in inflated dollars in that period. It is also assumed that the 1% levy will be made in addition to whatever increases would normally be made to support the preservation budget, primarily to cover inflation-driven cost increases.

For FY1987, $2,000 should be available from the 1% levy to support planning for the mass deacidification facility. For the present, it is assumed that each partner in the facility will contribute $50,000 toward the cost of building it over a two-year period (FY1988 and FY1989). It is further assumed that the operating capacity of the facility will accommodate a growing budget for deacidification through FY1995. Given these assumptions, Northwestern could expect to deacidify 110,000 volumes during the start-up period of FY1990-1996. Thereafter the budget would support 20,000 volumes a year, or 400,000 every twenty years. Working at this rate, and assuming an unavoidable and substantial loss of material as the Library deals with more than a century's accumulation of acidic paper, it is conceivable that the Library would have treated all the printed works that will benefit from deacidification by the year 2065, at a total cost of $7,578,000.

This funding scheme covers the anticipated costs incurred at the deacidification facility, but not the staff costs necessary for in-house handling of material. Those staff costs are in part addressed in Recommendation 3.1, but they cannot otherwise be estimated until operating plans for the facility are developed.

Preservation planning is necessrily concerned with very long-range projections, which are by their nature unreliable. In the case of deacidification especially, it is hoped that a strong market will lead to innovations that will lower the per-volume cost and allow the Library to treat more books and to complete the task earlier. Moving to that position will certainly take more than five or even ten years. What can be

stated with confidence about the immediate future is that there is an imperative need to build a substantial budget for mass deacidification, so as to treat key parts of the collection.

RECOMMENDATION 1.2 ON BRITTLE BOOKS

Northwestern University Library should establish a reformatting program for the 30% of its collection that is so brittle it cannot be preserved in any other way. The Library should spend $80,000 a year reformatting materials.

Rationale. Nearly a third of the Library's collection has now become so brittle that it cannot be saved in its original format. If these books are to be saved at all, they must be saved by transferring their intellectual content to another format. That will be microfilm or microfiche for the foreseeable future. It is possible that archivally stable optical disks will be developed as an affordable alternative to microformats in the next ten years, but that is not a currently available preservation technology.

The cost of reformatting is formidably high. At an average of $50 per volume, the cost of reformatting the 722,000 brittle books now on our shelves would be $36,100,000. No library can hope to reformat all of its material that needs such treatment, so cooperative action is essential. Cooperation involves the coordinated selection of material for reformatting and the scrupulous avoidance of duplicated effort.

Dean Roberts Hayes of UCLA estimates that some 4.4 % of the volumes now embrittled must be converted to another form in the next twenty years if their intellectual content is to be saved. This figure allows for preservation work already done by individual libraries and for such variables as the overlap among collections and the number of volumes moving into the "at risk" category each year.* If Northwestern's share of the task is defined as reformatting 4.4% of its 722,000 brittle volumes, then it would need to convert 31,800 volumes over the next twenty years at a total cost of about $1,590,000, or $80,000 a year.

Some titles that should be preserved will be available from microformat publishers at costs substantially under $50 per volume. All such opportunities for savings must be seized, but it is unlikely that a high percentage of the Library's

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*The estimated number of volumes needing to be reformatted over the next twenty years is reported in the July 1985 Interim Report of the CLR Committee on Preservation and Access.

preservation microfilming needs can be met with titles purchased from commercial publishers.

Responsibility. The Preservation Department staff, directed by the Preservation Librarian, is responsible for carrying out the Library's reformatting program.

Timetable. The Preservation Librarian should establish an effective microfilming program in FY1987, and in doing so should determine how sophisticated a filming capacity the Library needs. It is anticipated that most of the Library's filming can and should be done by vendors, but some materials will be so fragile or so valuable that we must do it within the Library using our own staff and equipment.

From FY 1988 on, the Library should have a fully operative microfilming program and be able to participate in cooperative reformatting projects.

Source of Funds. The Library already budgets about $17,000 annually for preservation reformatting. In addition, it will have one-time funds in FY1987 and FY1988 from the Lloyd A. Fry Foundation for microfilming equipment and for reformatting selected Africana material. This combination of funds is probably adequate to support the start-up activities projected for FY1987.

The 1% levy will provide additional funds in substantial amounts toward the end of the ten-year period. Even so, the total ten-year allocation is only $273,000 (see Attachment 4). That plus the $201,000 already available in the budget and from the Fry Foundation will, over a ten year period, provide $474,000 toward the projected need of $800,000. The difference ($326,000) must be raised from federal agencies and foundations that are interested in preservation reformatting. Interest in such activity appears to be strong, and the Preservation Librarian and the Assistant University Librarian for Collection Management should be especially vigorous over the next five years in securing gifts and grants to support preservation microfilming. The Library should in fact regard external support as a permanent part of its funding strategy for preservation reformatting.

RECOMMENDATION 1.3 ON MENDING

Northwestern University Library should maintain its present capacity (c.15,000 volumes a year) to mend library material and provide temporary binding. It should also assess every year the adequacy of the present mending capacity to meet the needs of the collection.

Rationale. This is the only recommendation the study team will make that an existing capacity of the Preservation Department only be maintained, and not increased. Throughout this report, the study team assumes the Department's various activities (and budget) will be maintained. In this case alone, it appears that the present level of activity is adequate to meet our needs.

The condition survey found that 20% of the collection needs repair. This means that some 481,000 volumes have bindings that are not functional, where individual pages or whole gatherings of pages are loose, where spines or cover hinges are damaged, or where previous repairs in fact threaten further damage to the book. If it is assumed that 30% of these volumes are so brittle that they cannot be repaired, then the 289,000 remaining volumes can be attended to over the next twenty years, so long as the present capacity to repair and provide temporary binding is maintained. The maintenance of this effort is crucial to the Library's success in keeping its most frequently used books available for continued use.

This recommendation addresses mending only; more complex treatments are addressed in Recommendation 1.5.

Responsibility. The Preservation Department staff is responsible for maintaining the present level of mending and temporary binding, and for monitoring the adequacy of that activity to meet the Library's need. These duties rest primarily with the Head of Conservation Treatments (see Attachment 5 for the organization of the Preservation Department).

Timetable. No implementation timetable is required.

Source of Funds. No new funding is needed for this recommendation.

RECOMMENDATION 1.4 ON COMMERCIAL BINDING

Northwestern University Library should increase its commercial binding budget by $20,000 in order (1) to respond to the unmet need for binding in the Government Publications Department and Transportation Library and (2) to bind

selectively material that was added to the collections unbound because of the past inadequacy of the budget.

Rationale. Task Force B found that 11% of the Library's collection is not bound. Perhaps one-half of this material should be bound. The study team believes the Library's practice of not rebinding well-made paperbound books that are likely to get little use is sound and cost effective; we do not recommend that everything added to the collection be bound. But we do believe there are significant amounts of new material being added to the Government Publications and Transportation collections that should be bound and have not been because of limited funds. We also believe there is a good deal of material--identified by the Circulation Department--that was not originally bound either because of policy or limited funds that actual use now indicates should be bound.

Responsibility. The Preservation Department should work with the staffs of the Government Publications Department and Transportation Library and with the Circulation Department staff to identify the material that most needs binding. This responsibility rests primarily with the Bindery Preparation Unit (see Attachment 5).

Timetable. The additional binding funds should be phased in starting FY1989.

Source of Funds. The 1% levy will provide the necessary additional funds in graduated increases up to the full amount in FY1992 (see Attachment 4).

RECOMMENDATION 1.5 ON A CONSERVATION TECHNICIAN

Northwestern University Library should increase to full-time the present half-time Conservation Technician position in the Preservation Department.

Rationale. By design, the Task Force B sampling survey did not cover the materials in Special Collections, the University Archives, the Music Library, or the Map Library. These collections will require the most expensive conservation treatment because of their unique research value or high artifact value. The study team has only fragmentary data about the treatment needed for these special collections. The survey of Africana rare books, for instance, indicated that 500 volumes (17% of the total) need specialized treatment which only a trained conservator can provide. A survey of the avant-garde art collection in Special Collections suggests that a sobering 73% of that material needs treatment of one sort or another. Percentages of material needing sophisticated treatment will be similarly high for the rare book and

manuscript collections of the Music Libray and for the original documents held by the University Archives. While the study team has no precise measure of the need for complex treatment, every indication is that the need far exceeds any likely expansion of Library-supported staff to meet it.

The study team therefore recommends that an existing half-time Conservation Technician position be made full-time, as a minimal addition to the Library's exisitng capacity (c. 1.5 FTE) for sophisticated conservation treatment. The Library should also look to gift and grant funds to enhance its ability to carry out such work. Lloyd A. Fry Foundation support for work on the Africana collection suggests that significant amounts of money can be secured for this purpose.

Responsibility. The Library's Administrative Committee should approve the additional funding needed for the new half-time position. The Assistant University Librarian for Collection Management, the Preservation Librarian, and the curators of special collections are all responsible for securing outside funds for additional specialized conservation treatment.

Timetable. The present half-time position should be made full-time no later than the beginning of FY1989.

Source of Funds. The preferred source of funds is an increase in the preservation endowment. Such funding is actively being sought, and the prospects for success are reasonable. The alternative source is the Library's ordinary non-exempt staff budget (0104). Recognizing that it is difficult to reallocate substantial sums of money in that budget in any given year, the study team proposes the Library 0104 budget support half of the additional costs in FY1989 (estimated at $4,000 in FY1986 dollars), with the remainder coming temporarily from the 1% levy ($5,000 including benefits; see Attchment 4). In this alternative, the Library's 0104 budget would supply the rest of the needed funds in the second year, FY1990; there would be no permanent use of the 1% levy for salaries.

RECOMMENDATION 1.6 ON PRESERVATION SELECTION POLICY

Northwestern University Library should continue to develop its policy for preservation selection, which was first issued by the Assistant University Librarian for Collection Management on 16 January 1986 (Attachment 6). Doing so will require the development of at least one condition survey and preservation plan each year.

Rationale. All of the other Cluster 1 recommemndations assume the effective identification of material for preservation. Making good on that assumption is crucial to the success of all of the Library's preservation activities. The substantial resources needed for mass deacidification, for reformatting, and for specialized conservation treatment must be backed by a thoughtful and realistic selection policy. What is more, mass deacidification and reformatting require that selection decisions for those activities be coordinated with similar activities carried out at other libaries. All of the activities described in this cluster of recommendations will be carried out over long periods of time--twenty years or more. During that time, some material will be lost because limited budgets make timely action impossible. The Library's preservation selection policy must ensure that the material which is lost will have the least possible negative impact on teaching and research at Northwestern.

Preservation selection is the subject of lively debate nationally, especially with regard to balancing the treatment of high use items duplicated in many libraries with the treatment of less frequently used and rarely held material. Northwestern should continue to develop its preservation selection policy by attending to this debate and by scrutinizing its own experience in implementing the statement issued in January 1986.

Responsibility. The Assistant University Librarian for Collection Management, working closely with the Preservation Librarian, the selectors, and with the curators of the Library's collections of national distinction, is responsible for the further development of the policy for preservation selection.

Timetable. The existing policy should be revised whenever the need to do so is apparent. There is no timetable for action other than the recommendation to develop at least one of the preservation plans called for in the January 1986 memo each year for the next five years.

Source of Funds. No additional funding is needed for the development of selection policy. Some additional staff is needed and is proposed in recommendation 3.1

CLUSTER 2 RECOMMENDATIONS RELATING TO LIBRARY BUILDINGS

The Charles Deering Library (1932), the University Library (1969), and the Seeley G. Mudd Library for science and engineering (1977) have served us so well that we run some risk of taking them for granted. That they cost about $1.75 million a year to operate (compared to a $2.63 million book budget)

reminds us that the physical fabric which makes everything else we do possible needs constant attention.

The Library's buildings are the second key to the successful preservation of the collections and are for the most part well equipped for the task. All three buildings are air conditioned, and the two largest--representing 87% of the Library's net square footage--provide controlled humidity. Heating, ventilation, and air filtration are adequate in all three buildings. The heating, ventilating and air conditioning (HVAC) controls in the two larger buildings will have been entirely replaced or substantially upgraded in 1986 and 1987, so that our ability to control the environmental conditions that are crucial to the longevity of the collections is excellent. Northwestern should regard itself as fortunate among American research universities because of the high level of protection its library buildings provide the collections.

The recommendations that follow derive from the work of Task Force A on environmental conditions and Task Force D on disaster control. Action on this second cluster of recommmendations will ensure that environmental conditions for the collections remain adequate; it will also address the few remaining major shortcomings of our buildings and strengthen our ability to deal with the disasters to which large and complex buildings are liable.

RECOMMENDATION 2.1 ON BUILDING REPAIRS

Northwestern University Library should undertake the repair, replacement, or enhancement projects described in the rationale statements and proposed timetable that follow.

Rationale and timetable.

(1) Sealing Main Library penthouse floors, FY1987. There are machinery penthouses on top of each of the three towers of the University Library. The floors in each have inadequate drainage, and water leakage into the Library is now a chronic problem. Heavy rains and frequent maintenance operations in the penthouses involving large amounts of water are the sources of the leaks. In FY1986 we experienced a half dozen serious incidents in which only good luck and prompt response saved us from substantial water damage to the collections. This is the most urgent of the Library's building repair needs, and corrective action should be taken in FY1987. Estimated cost: $65,000.

(2) Disaster prevention in Deering Library, FY1987. The tunnel through which the high-pressure steam line for Deering Library enters the building should be sealed against water

seepage to help safeguard against a recurrence of the steam disaster of 1976. In addition, the relief valve on the steam line and the condensate flash tank should be replaced. Estimated cost: $3,150.

(3) Stack bracing, FY1988. Task Force A identified many sections of Library shelving that should be secured with bracing. The Library Annex disaster of 1968 indicated how damaging a shelving collapse can be to the collections and to anyone caught in it. Estimated cost: $6,000.

(4) Ultraviolet light shielding in University Library, FY1989-1994. Ultraviolet light is the one major environmental hazard against which the University Library building provides little protection. A systematic program for adding UV shielding to the windows (as was done in parts of Deering Library) would add significantly to the longevity of the collections. Estimated cost: $30,000.

Responsibility. The Library's Facilities Manager, in consultation with the Preservation Librarian and University physical plant personnel, should be responsible for assessing the technical practicality of the recommended actions and for carrying them out.

Source of Funds. The Deering Tower endowment, plus other maintenance funds normally available to the Physical Plant Department, should be used to pay for the repair of the penthouse floors. All the other projects listed above should be paid for with funds raised by the 1% levy (see Attachment 4).

RECOMMENDATION 2.2 ON MONITORING ENVIRONMENTAL CONDITIONS

Northwestern University Library should monitor the operation of its HVAC systems to ensure that the environment created within its buildings provides adequate protection for the collections.

Rationale. New or substantially upgraded HVAC controls will have been installed in Deering and the University Library by the end of 1986. These controls have the capacity to produce the environmental conditions needed by the collections, but like any complex system designed for a large, multi-use space, the operation of these controls needs to be systematically monitored and corrective adjustments made when necessary. The same is true of the HVAC controls in Mudd Library, which are relatively new and have not been upgraded. It is likely that environmental monitoring in Mudd Library will indicate a need to provide humidification for its collections.

Responsibility. The Library's Facilities Manager, in consultation with the Preservation Librarian, should institute a monitoring program. The Facilities Manager should confer with Physical Plant Department staff about improvements needed in the operation of existing HVAC controls and with the Preservation Librarian and the Assistant University Librarian for Collection Management about enhancements to existing systems that involve significant expenditures.

Timetable. The Facilities Manager should create a monitoring plan early in FY1987. The full implementation of that plan will depend on the completion of work on the HVAC systems in Deering Library and University Library and the availability of monitoring equipment.

Source of funds. No additional funding is needed to implement this recommendation.

RECOMMENDATION 2.3 ON PLANNING ADDITIONAL STORAGE SPACE

Northwestern University Library should appoint a planning committee charged to estimate the Library's collection storage space needs through the year 2020, and to develop recommendations for storage space that will meet those needs at the lowest possible cost consistent with environmentally sound storage conditions, good service to users, and minimal growth of staff. At the same time, the committee should consider and make recommendations about the merit of installing certain disaster prevention devices in the University Library.

Rationale. The one certainty about research collections is that they grow. The advent of microformats fifty years ago did not change that; it only changed the nature and rate of collection growth. Similarly, the advent of machine-readable texts and databases will no doubt affect the nature and rate of future collection growth; but the likelihood of rapid growth--even in paperbased scholarly communication--is very high. And even the new formats will require space and special storage conditions that existing buildings cannot provide.

It appears the Library's present buildings will reach their capacity for storing material in 1995. It must be a high priority for the University to break the pattern described in the Background Paper (p. 3) of not addressing library space problems until twenty years after they arise. It is essential that conceptual planning for more storage space begin now, with the expectation that fund raising might begin for a facility that could be available for use in 1995 and have a capacity adequate to meet the University's needs for another twenty-five years, or until 2020.

The study team has developed a set of propositions and planning objectives for additional storage space (Attachment 7). This discussion paper may be helpful in writing a charge for the planning committee, but we believe the committee should have as much latitude as it needs to carry out its task effectively, constrained only by three principles. One of these is that the primary function of the facility will be highly efficient and environmentally sound collection storage, and the second is that special attention should be given to the storage and use of non-book material, primarily microforms, but also videotapes and other electronic storage media. The third principle is that the facility will be available when it is needed (approximately 1995) rather than twenty years later, when books and other material are being severely damaged by over-crowding. The fundamental purpose of this recommendation is to maintain the high quality storage conditions that Northwestern's research collections now have, thereby ensuring their long-term availability to the University community.

At the same time the planning committee considers the need for additonal storage space, it should consider the advisability of adding a dry-pipe sprinkler or a fire detection system, or both, to the University Library, to reduce the possibility of catastrophic loss due to fire. The committee should also consider whether there are cost-effective methods (such as the installation of shelving tops) to protect research material held throughout the Library's lower level, should the utility pipes in that area fail. These disaster prevention issues are linked to the provision of new storage space only because the cost of installing such systems is so high (perhaps $1,000,000). These measures, if needed, probably could be funded only as part of a larger project to provide new collection storage space.

Responsibility. The University Librarian should appoint and charge a planning committee for a new collection storage facility.

Timetable. The planning committee should be appointed early in FY1987 and should complete its work within a year.

Source of Funds. No additional funding is needed to implement this recommendation. It is obvious that the provision of substantial new storage space for the collections will require a major fund raising effort that will itself have to be carefully planned and adequately supported.

RECOMMENDATION 2.4 ON DISASTER PREPAREDNESS

Northwestern University Library should appoint a disaster prevention team and a disaster action team, charging them with the responsibilities described in the Task Force D report.

Rationale. Library buildings are not static places. The buildings themselves change through aging, and the activities they house change frequently. Those changes sometimes result in remodeling, and sometimes do not. Either outcome may create circumstances with considerable potential for disaster. The information and the resources that the Library might call on in responding to disasters are also subject to frequent change. Disaster prevention requires that a team of library staff monitor all these changes, take appropriate action, and guard against a false sense of security that a dated disaster plan may give.

No disaster prevention program can be perfectly effective, so it is necessary to appoint a disaster action team as well. This group of library staff would be trained in and would remain currently informed about the most effective means of responding to disaster-damaged library material.

Responsibility. The University Librarian, acting in consultation with the Facilities Manager and the Preservation Librarian, should appoint the two teams.

Timetable. The two teams should be appointed early in FY1987 and should immediately begin to carry out the activities described in the Task Force D report.

Source of Funds. No additional funding is needed to appoint the two teams. The activities of the teams may require modest amounts of support--for improved signage and for disaster supplies, for instance--that should be provided from the existing budgets of the Facilities Manager and Preservation Librarian.

In additon to the recommendations just made, the study team offers two observations on matters that we regard as important but as lying outside a narrow definition of the Library's preservation program.

OBSERVATION A. Northwestern University Library should consider improving the protection of its bibliographic record by upgrading fire protection in the Data Center and by more frequently producing back-up tapes, as recommended by Task Force D. The protection of the Library's bibliographic record is vitally important to every aspect of the Library's operations, including preservation.

OBERVATION B. Northwestern University Library should continue to do everything possible to improve the general level of cleanliness throughout the Library. Low housekeeping standards engender a careless attitude among staff and users toward library material, and high levels of dirt or dust damage the collections. The study team is aware of the Library's long-standing dissatisfaction with the custodial services we receive and of the Facilities Manager's efforts to improve those services. We trust those efforts will succeed.

CLUSTER 3 RECOMMENDATIONS RELATED TO LIBRARY STAFF AND USERS

Library material is acquired and preserved so that it can be used. That very use, however, constitutes the third major threat to the longevity of the collections. Frequent use and careless use are the greatest dangers, and anything that can be done to lessen the negative impact of such use will pay large dividends in extending the utility of the collections.

The in-library use of books and serials is an especially important concern because it represents so much of total use and because it more readily lends itself to changes of behavior that will extend the life of the collections. Staff handling of material is especially significant. Starting with the people who unwrap new book shipments and extending through the staff who catalog, apply ownership and bibliographic marks, who bind, circulate, and reshelve library material, our books are handled at least as much by Library staff as they are by users. Indeed, some materials--periodicals and microforms, for instance--never circulate outside the Library. And it is usually the case that books are used once within the Library for every time they are checked out.

It is also true that the Library's handling of its material involves substantial staff costs. The Task Force C report documents the considerable sums already being spent throughout the Library on preservation activities and shows there are many opportunities for improving the overall effectiveness and efficiency of this work. This can be done through better coordination and through explicit programs of preservation education. The latter was the focus of Task Force E, which was concerned not only with library staff but also with library users.

The basic objective of this third cluster of recommmendations is to broaden staff and user awareness of preservation issues relating to the library material they handle and to change specific behavior where that will be useful. To do this we need primarily to devote more staff time to work with library employees and users.

RECOMMENDATION 3.1 ON AN ADMINISTRATIVE ASSISTANT FOR THE PRESERVATION DEPARTMENT

Northwestern University Library should create a new, permanent, full-time LA III position to be the Administrative Assistant for the Preservation Department. One of the principal duties of this new position would be to develop library staff and user education programs that will improve the handling of library material and increase the efficiency and effectiveness of present preservation activities carried out throughout the Library.

Rationale. Northwestern University Library had no Preservation Department in 1981. It now has such a Department and a vigorously growing preservation program that have transformed the Library's ability to care for its collections. These changes brought many new tasks to be performed, some of which were identified before strategic planning began and were for that reason not central to the task force and study team deliberations. These tasks include developing new guidelines for binding and a contract with the commercial bindery, implementing new procedures for handling vandalized material and for reviewing circulating material that can no longer be mended, and working to introduce phase boxes for the protection of circulating material. These tasks are a normal part of a growing and healthy preservation program, but there must be staff to perform them.

The necessity of continuing this expansion of activity is documented in the Task Force C report. In its description of the Library's present decision making, its preparation of material for use, and its maintenance of the collections, Task Force C repeatedly commented on the need for more widely shared information, for better training, for more coordination, and for more effective and efficient use of Library resources. There must be someone in the Preservation Department to do this. The outcome of that person's work will be a staff alert to and well trained in preservation matters and a set of effective preservation procedures recorded in the Library's Policy and Procedure Manual. That record will reflect a consensus of what can and should be done about preservation throughout the Library, a consensus that cannot be developed without a substantial additional investment of staff time.

Many of the needed changes in policy and procedure discussed by Task Force C are quite specific, but others lend themselves to more broadly-based education programs. This is where the work of Task Force C and E comes together. Both are concerned with developing a new consciousness about preservation that will in time transform the Library in the way that years of self-education about automation have transformed

it. We understand the need to train our staff and our users to use the Library's computerized bibliographic apparatus. Training them in preservation matters, though it should be done in different ways and with different purposes, is just as important. Such training has the potential of making a vital difference to the long-term survival of the material that the Library has collected for more than a century.

In addition to initiatives already taken by the Preservation Department and the coordination and education activities just described, the recommendations made in this report to undertake a major reformatting program (Recommendation 1.2) and to establish preservation programs for individual collections (Recommendations 1.6) will also require additional staff effort. The addition of one permanent, full-time LA III position in the Preservation Department will make it possible for the Library to begin to act on all these matters. Attachment 8 is a job description for the proposed position.

Responsibility. The Administrative Committee should authorize the new position.

Timetable. The position should be established by 1 September 1986. Little can be done on the recommendations of Task Forces C and E, and action on a reformatting program will be slow, until this position is filled. This position represents the most important new staffing priority for preservation.

Source of Funds. This position should be funded in the same way as the Conservation Technician and takes precedence over that position. The preferred source of funding is an increase in endowment support for the Preservation Department, but the alternative method of funding advanced in Recommendation 1.5 should be used until endowment support is secured. Specifically, the study team proposes that the 0104 staff budget support one-third of the cost of the LA III position in FY1987, at an estimated cost of $6,500. The 1% levy would cover the remaining two-thirds of the salary. In FY1988, the 0104 budget would bear two-thirds of the position's cost, and the 1% levy the remaining third. In FY1989, the entire cost of the positon would be borne by the 0104 budget. As in Recommendation 1.5, there would be no permanent use of the 1% levy for salaries.

RECOMMENDATION 3.2 ON SUPPORT FOR THE EDUCATIONAL PROGRAM

Northwestern University Library should strengthen the education program mentioned in the previous recommendation and described in detail in the Task Force E report by allocating to it an annual support budget of $1,000.

Rationale. Increasingly there are good audio-visual materials available for staff training in preservation. Other programs and occasional workshops will also involve modest expenses. Posters and handouts, bookmarks and printed plastic rain bags should be provided to users, as should a user's guide to preservation.

Responsibility. The Preservation Librarian should be responsible for these funds, as for all other Preservation Department funds. Day-to-day decisions about their use would most often be made by the Administrative Assistant of the Preservation Department.

Timetable. The funds should be available starting in FY1987.

Source of Funds. The 1% levy will provide these funds (see Attachment 4).

CLUSTER 4 RECOMMENDATIONS FOR MAINTAINING INNOVATION AND LEADERSHIP

Since 1982, Northwestern University Library has been building a preservation program with vigor and notable success. The appointment of our first Preservation Librarians, the receipt of the Margaret Clover Symonds endowment and a grant from the Lloyd A. Fry Foundation, the completion of the Deering Library Preservation Project, the construction of a new conservation laboratory, and the various activities of the Preservation Planning Program have made the last several years highly productive ones.

It will be important to maintain the high level of energy and innovation that have got us started. Preservation as a library specialty is only about a decade old. There is a great deal to do, the field is changing rapidly, and there is now substantial external suport for preservation. An active, well planned program at Northwestern that is adequately supported by University funds will be in a strong position to attract additonal gift and grant money. The benefits of continued vigorous growth are numerous, but chief among them is the ability to do more and to do it better. Where there is so much to do, and where resources are comparatively so limited, it is essential to seek every practical advantage we can from a general atmosphere of creative thought and innovative action. Equally important advantages that continued innovation will bring us are a strong competitive position in the market for trained staff, and the reputation for excellence that is the hallmark of quality and achievement in every part of higher education.

RECOMMENDATION 4.1 ON A TRAINING PROGRAM

Northwestern University Library should mount a preservation personnel training program to respond to national and state needs and to enlarge its own preservation staff.

Rationale. For the foreseeable future, there will be more library preservation positions available than there will be well-qualified people to fill them. The need for additional means of training preservation staff is widely recognized. The National Endowment for the Humanities has supported such programs, and the state-wide preservation plan for Illinois calls for training programs. Northwestern can help meet these needs by mounting its own training program. At the same time, the training effort will help ensure that permanent Northwestern staff remain at the leading edge of developments in preservation and share in the excitment of working in that environment. In addition, the people being trained will provide valuable entry-level staff for Northwestern's own preservation work. A successful training program could provide significant additional staff over a long period of time.

Responsibility. The Preservation Librarian, working with the Assistant University Librarian for Collection Management and the Library's Development Officer, should be responsible for developing an innovative training program for preservation.

Timetable. The Library should make its first application, probably to NEH, in FY1987 and should position itself to become a training center under the state-wide Illinois plan, which calls for the creation of one or more treatment and training centers in FY1989. State funds could become a reasonably stable source of support for these activities.

Source of Funds. This part of Northwestern's preservation program should be supported by gift and grant funds.

RECOMMENDATION 4.2 ON PROGRAM EVALUATION

Northwestern University Library should systematically evaluate its progress and success in carrying out the recommendations of this final report and the reports of the Preservation Planning Program task forces. The evaluations should be made annually for at least the next five years.

Rationale. Periodic evaluations will help keep the Library's preservation program on target and moving vigorously toward its goals. More than that, the evaluations will help keep consciousness about preservation high and ensure that fresh thought is given to our basic preservation objectives every year. That is the only way to keep the process that the

study team and task forces have begun a vital one, and the only way to test the continuing value of our recommendations.

Responsibility. The Preservation Librarian should be responsible for the annual evaluation and for reporting its results, as well as any recommendations for action, to the Assistant University Librarian for Collection Management and to the Library's Administrative Committee.

Timetable. The first annual review should be carried out at the end of FY1987 and reported in conjunction with the Preservation Department's annual report.

Source of Funds. No additional funds are needed to implement this recommendation.

CONCLUSION: STRATEGIES FOR THE FUTURE

The University Librarian charged the Preservation Planning Program study team to create a strategic plan for preservation at Northwestern and to chart a course of action for the next five years. The four clusters of recommendations that constitute the main body of this report meet that charge by detailing the key steps the Library should take, especially over the next three years. The study team's recommendations identify only the most important steps the Library should take; they provide no detailed suggestions for implementing the Library's preservation program, guidance for which should instead be sought in the five task force reports.

Because the study team focuses on individual steps to be taken in the near future, the effect of our recommendations is to convey tactical choices rather than strategic ones. For that reason, the study team wishes to conclude this report by stepping back from our specific recommendations and commenting on six matters that are of fundamental strategic importance. These are the keys to transforming the Library's ability to preserve its collections and therefore its ability to serve the teaching and research mission of the University.

The first of these key considerations relates to money and priorities. The Library must accept the fact that an adequate preservation program for its collections will cost a lot of money. We are already spending the equivalent of 12% of our book and serial funds on preservation, and the study team recommends spending an additional $209,000 a year in order to establish a minimally acceptable program. Not only is this a great deal of money, but it is money that does not now exist in the budget. The only way to get it there is by changing the Library's priorities--or, more accurately, by broadening the Library's priorities to include preservation as one of the

fundamental goals of the Library. The Library must respond positively to significant demands on its budget that were not being made five years ago; at the same time, those charged with the management of the preservation program must accept the reality that making basic changes in priorities and the budget will take a number of years. The practical mark of our success in effecting change will be that activities involving significant new expenditures will be dealt with as questions of when, not of whether they will happen. Moreover, answers to the question of when will be definite enough to be credible.

A second factor central to strengthening the Library's ability to preserve its collections will be an intelligent selection policy. The harsh reality is that much research material will be lost in the coming decades because there is so much fragile material and because our human and financial resources for treating it are so limited. An intelligent selection policy will confront that reality. The Library's selection policy will assess the damage to teaching and research that the disintegration of library material threatens, and will be designed to minimize that damage. Our policy will respond to the growth of preservation activities elsewhere and to the preservation decisions being made in other libraries. An intelligent selection policy will strengthen the Library's ability to serve users by avoiding the dissipation of preservation resources. It may well be that the most important function of our selection policy will be to enable the Library to say with reason and clarity of purpose what it will not try to preserve.

A third component in any successful strategy for library preservation is cooperative action. The need for cooperation in preservation selection has just been mentioned. This is but one--though the most important one--of the many exchanges of information among libraries that must take place. The exchange of bibliographic information about material that has been or will be treated is another example of the cooperative use of information, as is the exchange of information about effective methods of treatment, of information about vendors and products, and of information about training techniques and productivity. Cooperation will take more formal shape when general standards or particular projects are jointly developed, as in RLG's model preservation work. Finally, formal partnership efforts may be required (as in the construction of a mass deacidification facility) because of the need to use limited resources effectively and to achieve a given scale of operation. In these ways and others, everyone who manages preservation must habitually look to cooperative arrangements to enhance their work.

A fourth essential ability is to see the problem whole. One need only read the task force reports to see how varied are the preservation challenges that we face and how many devices we may use to meet them. Preservation problems range over every aspect of library operations, from steam-line flash tanks to oversewn bindings; solutions involve an equally wide range of activities and products, from training staff in the proper handling of books to the temporary binding of report literature. Given this diversity, there is some danger that action on one set of preservation needs, especially when that action is costly, will be mistaken as being a sufficient preservation program or one that represents the limits of what can be done. It may be, for instance, that the emerging national program for brittle books will blind us to the equally urgent need to deal with acidic but not yet brittle material. Seeing the problem whole is the only way to build well balanced preservation programs, in which limited resources are stretched as far as they can go to meet the needs of future library users.

A fifth concern of strategic importance is appropriate technologies. Because there is so much to be done with so few resources, it is imperative to encourage the development of new technologies that promise greater efficiency. The relative newness of preservation as a library activity makes such innovation particularly important and provides great scope for it. Nevertheless, caution about inadequately tested technologies is in order, given the high cost of repeating unsuccessful treatments and the risk that some material (such as highly brittle books) cannot be treated more than once. The siren call of high technology must be met with a concern for cost effectiveness, for product durability, and for practicality.

The sixth and most important feature of any strategic plan to strengthen the Library's preservation program will be the decisions it makes about people. A successful program will depend more on the people who carry it out than on the technologies they use. The Library must maintain its usual high standards in making appointments, even in a tight market for the skills we seek. Just as important, the Library must foster an environment that challenges its preservation staff to understand the changing circumstances of research and of libraries, to respond to those changes with an innovative and entrepreneurial spirit, and to establish leadership positions for themselves and for Northwestern.

These six concerns--money and priorities, an intelligent selection policy, cooperative action, seeing the problem whole, appropriate technologies, and able people--must be at the center of all of Northwestern University Library's strategic

planning for preservation. These are the resources and attitudes that will ensure that the new issue of Publishing History, on which this report focused at the outset, is preserved.

But why does it matter that this journal and the thousands of others which the Library acquires be preserved? Why have forty Library staff given hundreds of hours over the last year to planning for preservation? Why should the library change its priorities, and its budget, to make preservation one of its core activities? The answer to these questions lies in the quiet disaster that besets our Library and other North American libraries. A few damaged books among hundreds, or even many brittle books do not call much attention to themselves--unless of course they happen to be the books one wants to use. Much less does a book printed on acidic paper call attention to itself. But every such book is a timebomb that no one hears ticking.

It is imperative that we attend to what is happening to the books and other research material that surround us. If we do not, we will lose that material and with it the fullest and most informative record of human accomplishment over the past 150 years. Our civilization suffered one such loss before, when much of the verbal record of the ancient world was lost in the Dark Ages, so named because of that loss. The present danger arises not from indifference to our heritage but, ironically enough, from the industrial technology that made modern paper highly acidic at the same time that it made it so widely available. That technology also brought us a different time frame for action. The impending loss will occur after just a few decades, not centuries, of inattention. We know from the fragmentary nature of the material that does chance to survive how much of classical civilization we have irretrievably lost. Surely we also know from that how important is our obligation to serve the future better, to pass on to all the students and scholars who will come to Northwestern and to other seats of learning something more than embrittled shards of the paper on which so much of nineteenth and twentieth century life has been registered. We speak of the verbal record of the modern world and of its possible loss. To lose it would be fatal to the educational mission of the University we serve and an abrogation of the fundamental responsibility for transmitting human culture that every library has. Let us be good stewards of our heritage and of our future.

ATTACHMENT 1: SUMMARY OF RECOMMENDED ACTIONS

Recommendation	Action	Responsibility	Timetable (FY)	Annual cost and source of additional funds (in $1,000s, using FY1986 dollar values)		
				03 Budget (recurring)	1% Levy (recurring)	1% Levy (one time)
1.1	Mass deacidification	AULCM, PL	1987 planning 1990 operating		2 rising to 100	
1.2	Brittle books	PL	1987--		0 rising to 59[a]	
1.3	Mending	PDS	na		na	
1.4	Commercial binding	PDS	1989--		5 rising to 20	
1.5	Conservation technician	AC	1989--	4 rising to 8		5
1.6	Selection policy	AULCM, PL	1987--		na	
2.1	Building repairs	FM	1987-1994			39[b]
2.2	Monitor HVAC conditions	FM	1987--		na	
2.3	Storage facility plan	UL	1987--		na	
2.4	Disaster teams	UL	1987--		na	
3.1	Administrative Assistant for Preservation Department	AC	1987--	6.5 rising to 21		21
3.2	Education program	PDS	1987--		1	
4.1	Training program	PL, AULCM	1987--		na[c]	
4.2	Evaluation of action on strategic plan	PL, AULCM	1987--		na	
			Totals	10.5 rising to 29	7 rising to 180	65

NOTES

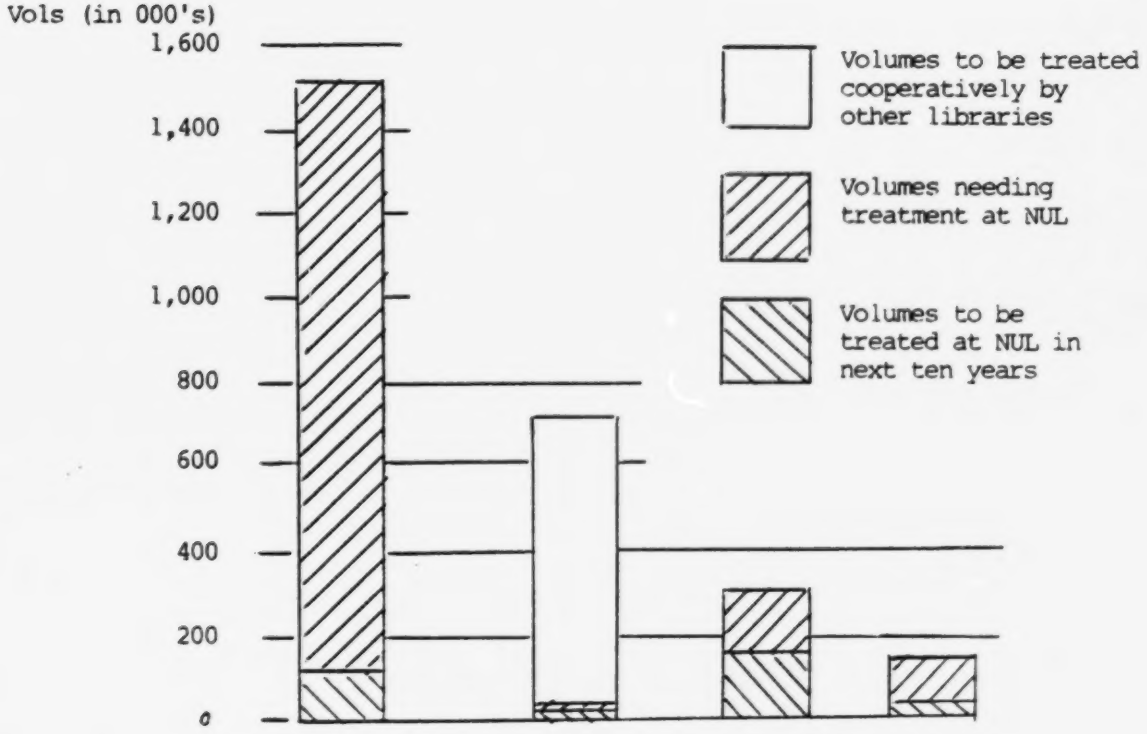
AULCM = Assistant University Librarian for Collection Management; PL = Preservation Librarian; PDS = Preservation Department staff; AC = Administrative Committee; FM = Facilities Manager; UL = University Librarian; na = not applicable

[a] It is recommended that the Library spend $80,000 annually on brittle book reformatting; doing so will require raising $326,000 in gift and grant funds over a ten year period.

[b] Does not include $65,000 in non-Library funds for the repair of the penthouse machine rooms.

[c] The training program will be supported with grant funds.

ATTACHMENT 2: EXTENT OF NEED FOR VARIOUS PRESERVATION TREATMENTS AT NORTHWESTERN UNIVERSITY LIBRARY (for the collections in place 31 August 1985)



Recommendation	1.1 Deacidification	1.2 Reformatting	1.3 Mending	1.4 Binding
Total # of vols.	1,516,000	722,000	289,000	133,000
Total cost	$7,578,000	$36,100,000	na	$665,000
Recomm. 10 Year Increased Investment	$ 602,000	$ 599,000	-0-	$130,000
Est. Time to Complete Treatment	80 years*	20 years**	20 years	40 years

*Assumes that every library treats all of its collection that would benefit from deacidification. Cooperative selection for treatment and retention would substantially reduce this time period and the cost of treatment.

**Requires cooperative action: without cocperation, the estimated time is 451 years, which is much longer than brittle material will last.

ATTACHMENT 3

DISCUSSION PAPER ON A COOPERATIVE MASS DEACIDIFICATION FACILITY IN THE MIDWEST

Prepared by Scott Bennett and Richard Frieder

Northwestern University

Needs-Statement. Northwestern University Library recently completed a preservation condition survey of most of its collections. One principal finding of that survey was that 60% of the collection (c. 1,875,000 volumes) is on paper with such high acid content that it will become too brittle to use if no corrective action is taken. Another 32% of the collection has already become too brittle to survive continued use.

It is likely that surveys of other libraries at the CIC (Committee on Institutional Cooperation) institutions would yield similar results. The fact is that the documentary base for most of the advanced research carried out in the Midwest is gravely imperiled. The capital resource for research that our institutions have been creating over the past 100 years and more, with an estimated present value of $1.57 billion, is disintegrating in our hands. The future of our institutions and of their ability to serve the people of the Midwest requires that action be taken to preserve our research collections.

Beyond the stabilization of storage environments, the single most cost effective step our libraries can take to preserve the approximately 60% of our collections (approximately 27 million volumes) that will otherwise become

$15,000, and $25,000. With this degree of support from the CIC institutions themselves, it should not be difficult to raise the remaining $1.1 million from federal agencies and private foundations that have expressed an interest in the preservation of library material.

The estimated annual operating costs of $928,000 represent about 2% of the amount the CIC institutions are now spending on library material (excluding binding). If each member would allocate, on a recurring basis, just 1% of its expenditures on library materials, it would take just two years to build a budget base for mass deacidification that would ensure full-capacity operation for the facility.

Location. A cooperatively owned and operated deacidification facility requires that a great many books be shipped from throughout the Midwest to a central location. Chicago has been the transportation hub of our region for more than 100 years and probably represents the best site for the facility. Shipping costs could be managed cooperatively, as part of the total cost of operating the facility, with every member sharing in them equitably. In that way the location of the center would not have an adverse economic impact on some members or favor others.

Future-Action. Northwestern University Library is committed to addressing its preservation problems through the creation of a mass deacidification facility. We believe that a cooperative effort is the only one that gives any prospect of effective action in the foreseeable future.

unacceptable delays in making new material available to readers. Moreover, it is unlikely that any CIC institution now has the resources to invest in the deacidification of all new material. It is much more likely that a cooperative mass deacidification facility would be used to treat large categories of existing collections that are, for one reason or another, especially important to the holding institution. Until mass deacidification becomes much more widely available and less expensive, it is likely that cooperative programs for using the technology will have to pursue the same goals of non-duplication as those which guide preservation reformatting.

Business Plan. It must be emphasized that what follows is not presented as a realistic business plan. It is offered only as a way of conceptualizing in broad terms how the CIC institutions might proceed to create a mass deacidification facility.

Estimated capital and operating costs are as follows:

CAPITAL COSTS

WEI T'O deacidification chamber	$ 750,000
3,500 sq. ft. building @ $200/sq. ft.	700,000
Land	100,000
Equipment, etc.	100,000
	$1,650,000

ANNUAL OPERATING COSTS

Chamber capacity (single shift) of 180,000 volumes per year, @ $4/volume	$ 720,000
Building operation and maintenance, @ $8/sq. ft.	28,000
Shipping costs, @ $1/volume	180,000
	$ 928,000

The CIC institutions could raise $550,000 toward the capital costs of the facility if each member made three yearly contributions of $10,000,

too brittle to use is to create a mass deacidification facility for cooperative use among the CIC institution libraries.

Mass Deacidification Technologies. At present, there is only one mass deacidification technology commercially available, that based on the WEI T'O solution. An alternative technology, involving highly hazardous chemicals and requiring ten times the capital investment, is under development at the Library of Congress. With an estimated 29,000 volumes in CIC institution libraries that each year become too brittle to use, it is imperative to create a mass deacidification facility now, even though alternative technologies may become commercially available in the next ten to fifteen years. We should regard that possibility as presenting a second generation of choices for mass deacidification, just as we explicitly plan on second-generation choices in library computer systems.

Likely Use of a Mass Deacidification Facility. With estimated capital costs of $1.7 million and annual operating costs of about $928,000, it is most unlikely that any one CIC institution will be able to build a mass deacidification facility for its own exclusive use. A cooperative approach to mass deacidification is imperative, given tight library budgets and the desirability of reducing the risks of possible (but by no means certain) technological obsolescence.

A cooperatively owned and managed mass deacidification facility would impose certain limits on its use. The facility would not have capacity enough to handle all newly acquired material (as is planned at the Library of Congress), and shipping time to and from a regional facility would involve

We can move forward if, over the next month or so, CIC institutions and their libraries would indicate that in principle they wish to participate in the creation of a mass deacidification facility of the sort outlined here. During that same time, we at Northwestern could develop a much more specific program description, business plan, and timetable for action. That plan would then need to be discussed further among CIC institutions. After one or more rounds of revision, the resulting planning paper would become the conceptual basis for a major fund raising effort.

ATTACHMENT 4: 10 YEAR GROWTH AND ALLOCATION OF THE 1% LEVY ON BEHALF OF THE PRESERVATION BUDGET

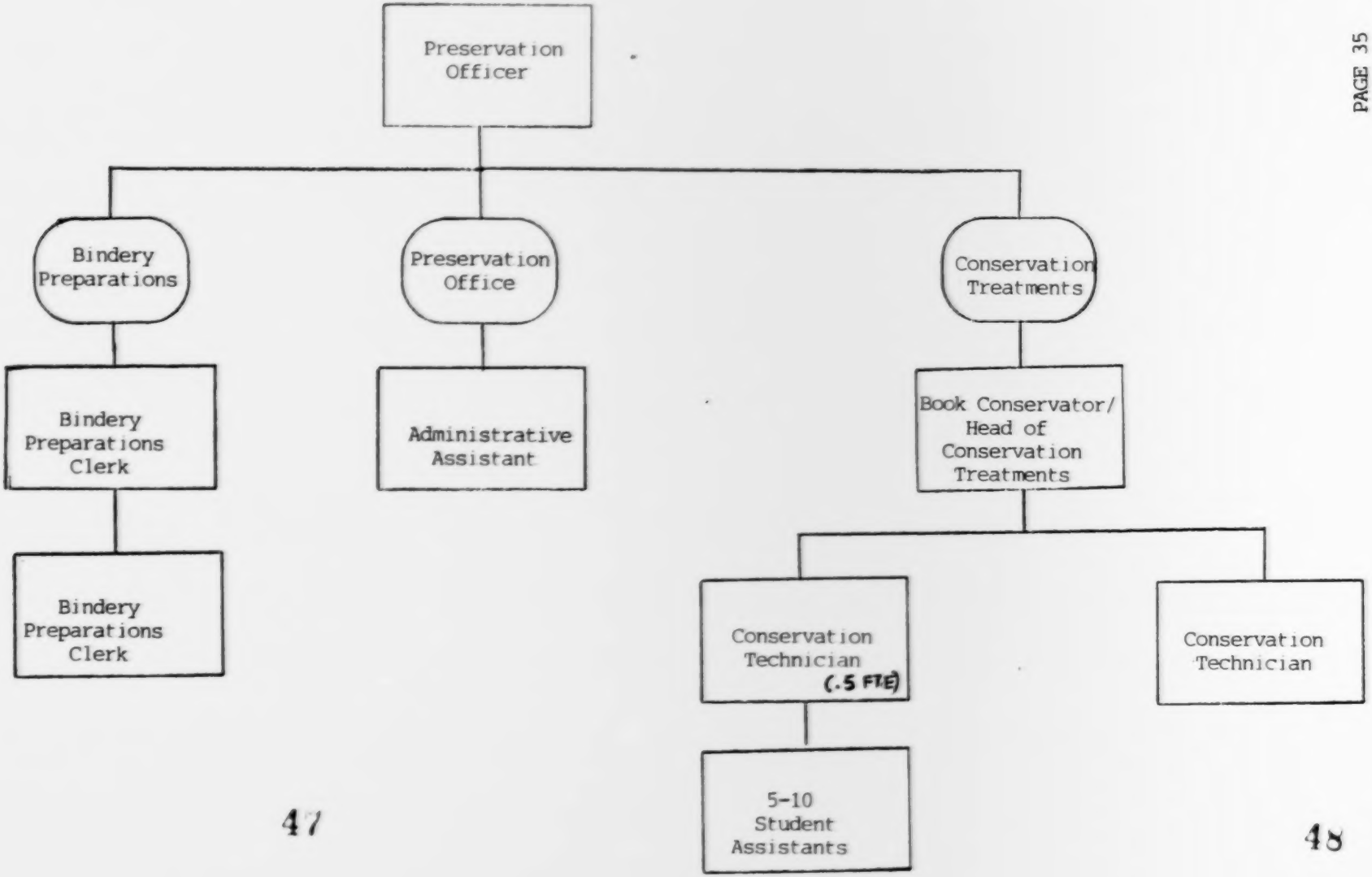
Fiscal Year	Annual value of 1% levy (in 1986 dollars)	Allocations for individual recommendations						
		1.1 Deacidification	1.2 Brittle books	1.4 Binding	1.5 Conservator	2.1 Facilities	3.1 Dept. Assist.	3.2 Ed. Prog.
1987	20,000	2,000	--	--	--	3,000	14,000	1,000
1988	40,000	25,000	1,000	--	--	6,000	7,000	1,000
1989	60,000	25,000	19,000	5,000	5,000	5,000	--	1,000
1990	80,000	50,000	14,000	10,000	--	5,000	--	1,000
1991	100,000	60,000	19,000	15,000	--	5,000	--	1,000
1992	120,000	70,000	24,000	20,000	--	5,000	--	1,000
1993	140,000	80,000	34,000	20,000	--	5,000	--	1,000
1994	160,000	90,000	44,000	20,000	--	5,000	--	1,000
1995	180,000	100,000	59,000	20,000	---	--	--	1,000
1996 & thereafter	180,000	100,000	59,000	20,000	--	--	--	1,000
10 Year Total	1,080,000	602,000	273,000	130,000	5,000	39,000	21,000	10,000

EXPLANATORY STATEMENT: A 1% levy on the book and serial funds, made on a recurring and cumulative basis over nine years, is proposed as the primary source of new funds for the preservation program. The levy was initiated by allocating $20,000 to the preservation budget in FY1987; another 1% should be allocated in FY1988, thereby producing an increased base budget for preservation of $40,000. Continuing this practice for nine years will produce an increased base budget of $180,000. These values refer to FY1986 dollars and are not adjusted for inflation. It is assumed that the book and serial funds will increase approximately as much as the CPI over the next nine years, so that the 1% levy will produce significantly more than $180,000 in inflated dollars in that period.

ATTACHMENT 5:

PRESERVATION DEPARTMENT ORGANIZATION CHART

Northwestern University Library



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Preservation Officer reports to Assistant University Librarian for Collection Management

ATTACHMEMT 6

NORTHWESTERN UNIVERSITY
Inter-Office Correspondence

DATE 16 January 1986

TO Selectors, Mary Fortney, and Patrick Quinn

DEPARTMENT

FROM Scott Bennett

DEPARTMENT

One of the objectives of the Preservation Planning Program is to establish preservation priorities for the Library. Given that we cannot save everything in the collections, preservation priorities will enable us to answer the critical question, what will we save?

I believe the confident setting of preservation priorities will be a heuristic process and will take some time. For the present, it is essential to get the greatest possible value from our current investment in preservation. With that in view, and in order to give the Library a point of departure in setting its preservation priorities, I have decided to establish the interim preservation priorities described in this memo. These interim priorities are meant only to describe and govern our present preservation practices, which will certainly change. These priorities do not represent settled Library policy.

I have consulted the following persons or groups in writing this memo: Richard Frieder, Priscilla Andre (chair of the Preservation Planning Program Task Force C), the Advisory Committee on the Book and Serial Funds, and the Administrative Committee.

Stating our priorities. We must have priorities because we cannot save everything that we wish to save. The most significant limitation we face is money. The following priorities are therefore expressed in terms of the funds available to support preservation work.

The priorities are stated in a matrix. The horizontal axis of this matrix states the Library's several different program objectives in preservation; the vertical axis states the budget categories that support this work. The approximate FY1986 allocation for each of these categories is recorded for your information; the overall cost of directing the Library's preservation program and the overhead costs of the Preservation Department are not included in these allocations.

Appended to the matrix is a description of the several program objectives and budget categories used in describing our preservation activities and setting these priorities. Each description of program objectives includes a statement of how material is identified for treatment and how priorities are set within that program. The description of the program objective (C) for unique collections and collections of national importance calls for

more explicit decision making and is particularly important.

Using this matrix, I have allocated resources with two main objectives. The first is to prepare adequately for use all material that is newly added to the collection. The second is to focus our limited resources for mending, conservation, and reformatting on the Library's unique collections and collections of national importance. These collections represent Northwestern University Library's special strengths in the world of learning. We can serve the long-term needs of scholarship best by concentrating our resources on these collections. Such a concentration offers, as well, a basis for cooperative preservation activity.

Users of the "ordinary" parts of the collection--material that is widely held elsewhere--are disadvantaged by this focus on the Library's unique strengths. That disadvantage is intensified by the fact that most local use of the collections falls outside these areas of unique strength. This disadvantage will be addressed, over time, through cooperative preservation activities. In addition, as the Library's preservation funds become more nearly adequate for the task to be done, it will be possible to allocate funds more generously to the mending, conservation, and reformatting of the ordinary parts of the collection.

Conclusion. I wish to emphasize that this memo records a number of interim decisions about the use of the Library's preservation funds. The Preservation Planning Program Task Force will issue a five-year plan this spring. That and the follow-up activities it inspires will probably make this memo obsolete within a year. Similarly, as the preservation budget grows to meet the needs of the Library, the allocation of funds (and perhaps the matrix for making the allocation) will change.

Acknowledging the likelihood of these changes, I am sending this memo to selectors now to inform them of the resources that are currently available for preservation and of the ideas that will govern the allocation of those resources over the short term. This memo is also an invitation to selectors and other librarians with unique collections or collections of national distinction in their charge to begin working with me and the Preservation Officer to establish individual preservation programs for those collections.

enclosure
cc: Preservation Planning Program Study Team

SB:st

ALLOCATION OF NUL FY1986 PRESERVATION RESOURCES*

Activity	A. Preparation of new material	B. Ordinary maintenance	C. Maintenance of unique collections	D. Grant-supported preservation	E. Other conservation	FY1986 Budget
1. Binding Preparation	85%	10%	—	NA	5%	$165,457[a]
2. In-Library Mending	10%	30%	50%	NA	10%	41,135[b]
3. In-Library Conservation	2%	18%	70%	NA	10%	18,229[c]
4. Contract Conservation	2%	18%	70%	NA	10%	4,000
5. Reformatting	—	20%	70%	NA	10%	39,258[d]

NA = not applicable. As of 1 January 1985, grant funds for preservation for FY1986 total $37,266. Of this, $13,583 will be spent on in-Library conservation, and $3,979 on in-Library mending.

Notes

a. Includes Binding Preparation staff costs

b. Includes Mending unit staff costs

c. Includes staff, supplies, and photocopying costs

d. Represents Fund 12 in the Book and Serial Funds Statement

* Excludes administrative staff and operating costs of the Preservation Department; also excludes funds for remodeling the Conservation Laboratory

PRESERVATION PROGRAM OBJECTIVES (horizontal axis)

A. Preparation of new acquisitions. In this activity, acquisition processes identify material needing preservation treatment, usually binding. The goal is to treat appropriately and adequately all new acquisitions. Large additions to the binding budget have been made to meet that goal. When funds are inadequate to achieve our goal, standards of treatment are lowered for certain categories of incoming material rather than for certain parts of the collection. An example of this is that some paperback publications that are well manufactured and that are expected to get low use will not be sent to the bindery, whatever their subject matter.

B. Ordinary maintenance of material in use. Circulation activity is the primary means of identifying material for this treatment, which includes in-house mending and commercial rebinding. The need for such maintenance will exceed our budgetary ability to provide it for the foreseeable future. Accordingly, priorities for this maintenance will be established using the information provided to the Preservation Officer on the newly revised Preservation Department advice slip. For example, books likely to receive heavy use (such as reference material) will get treatment before little used books or books that are likely to be withdrawn from the collection soon. All material that qualifies for treatment C (following) is excluded from the priority system developed for treament B.

C. Maintenance of unique collections and collections of national importance. The objective here is the long-term preservation of material that is held only at Northwestern (e.g., archival and manuscript material) or that is consciously collected to serve a national or international constituency of scholars as well as the Northwestern community (e.g., the Transportation collection). Treatments will include ordinary mending, preventive maintenance, reformatting (usually onto microfilm), deacidification, encapsulating, the construction of slip cases or other protective coverings, etc.

Material will be identified for treatment through a formal, two-step process. The first step is to establish an agreement among the AULCM, the Preservation Officer, and the appropriate selector or curator that a given collection qualifies as being either unique to Northwestern or important to scholarship beyond Northwestern, or both. Any one of these three persons may initiate the discussion leading to such an agreement. Material qualifying for such treatment may include an entire departmental collection (e.g., Africana), or part of a departmental collection (e.g., post-1945 art music), or a discrete subject collection (e.g., the Women's Collection), or a specific part of a subject collection (e.g., the Women's Ephemeral File), or material bearing on a given subject matter located throughout the Library system (e.g., avant garde art in Special Collections, the Art Collection, and in the research towers), or a given format (e.g., photographs), or a subject matter for which Northwestern holds a primary collecting responsibility from RLG (e.g., the literature of

posters). These examples are meant to be only that; other possible categories and other cases will undoubtedly occur to individual selectors.

Once an agreement exists that a certain body of material qualifies for this category of treatment, the Preservation Officer and selector will carry out a condition survey of the material. Their purpose will be to establish what treatment is needed and what priorities should be observed in giving that treatment.

It is certain that the preservation needs of material in this category will far outrun the resources available to support it. Priorities will be established through the steps just described for identifying collections and surveying them for the treatment most urgently needed.

D. Gift, grant, or contract supported preservation. Material for treatment will be identified by the conditions of the gift, grant, or contract. Needed treatment will usually also be specified by the funding source, at least in broad terms. The Fry Foundation grant to support the preservation of parts of the Africana collection is an example of such support.

E. Other conservation. This category is used at the discretion of the Preservation Officer for the treatment of material not covered in categories A-D. It is likely that Special Collections items will frequently be handled in this category.

NOTE: It should in time be possible to use NOTIS for most of the record keeping associated with these program objectives, especially for C. The Preservation Planning Program Task Force C is charged with stating how NOTIS can be used as a management tool for the Library's preservation program.

PRESERVATION BUDGET CATEGORIES (vertical axis)

1. Binding preparation. This is the preparation of material for commercial binding or rebinding.

2. In-Library mending. This is the activity carried out by the Mending staff; it includes ordinary repair and preventive maintenance and requires the least specialized skills to carry out.

3. In-Library conservation. This activity will be done in the newly equipped Conservation Laboratory and will include a wide range of treatments, from hand binding to deacidification and encapsulation to reformatting. The work will be done by the Preservation Officer and his associates and will require high levels of skill.

4. Contract conservation. Included here is any conservation work (except reformatting) that the Library has done by outside vendors. The range

of treatments is the same as for in-Library conservation; the decision to have the work done by a vendor will depend on the nature of the material treated and the scope and complexity of the work.

5. Microform replacements and contract reformatting. It often makes sense to relinquish paper copies in favor of regularly published microforms, or to have microforms made of badly deteriorated paper copies. The focus of this activity is the preservation of material already in the collection through the purchase or the creation of a microform copy. Preservation funds will not be used to purchase new material for the collection.

ATTACHMENT 7:
Committee on Additional Storage Space for the Collections

Propositions:

1. Additional storage space, to serve all the Evanston collections for 25 years, should be in place by 1995.

   Background: The University Library opened in 1970, and was planned for 15 years growth. Installation of high density shelving has extended the growth period, to 1995 at the outside, when the needs of all the collections are considered. The Committee on High Density Storage and Task Force A of the Preservation Planning Program have confirmed the 1995 saturation date.

   With a conservative estimate of collection growth at 40,000 volumes annually, the additional space required should hold 1,000,000 volumes.

   Estimates should reflect whatever long-range plans the University has for the size of the student body and faculty and for the academic program.

2. Additional storage space should meet preservation standards.

   Background: Without full preservation standards Task Force B has found that 30% of the collections are brittle beyond repair, and that the acidic content of 63% of the books is too high. Possible correction will be expensive. There is no widespread outlook for improvement in the quality of paper in future publications. Therefore, the environment in the new storage space should protect the books to the fullest extent possible.

3. Additional storage space should be in or close to the Main Library.

   Background: Any site at a remote location should be avoided due to staffing, delivery, service and security requirements. It is especially important to avoid new staff cost, wherever possible.

4. The proposal for additional storage space should include security measures required for Main (e.g., heat and smoke detectors, sprinkler system).

Background: Main will continue to house the majority of books on the Evanston campus. Unless Main is brought up to full preservation standards, the choice of materials assigned to Main or the additional storage space will have to be based solely on preservation requirements, rather than estimated use, browsing needs, etc.

5. The proposal for additional storage space should include options or recommendations for faculty involvement and for funding.

   Background: Faculty involvement and funding are the province of the University Librarian, along with the presentation of plans to the University Administration. Since the long-term future of the Library is at stake, any assistance in selecting options or recommending obviously superior approaches should be presented to the Librarian.

6. The needs assessment should be prepared by Library staff.

   The principal need is for additional storage space; user and staff facilities are secondary. The evaluation of collection housing and environmental requirements seems to require a first study by the Library staff.

If these propositions are acceptable, a library staff committee should be formed to study the requirements of the collections in 2020. The committee should be given a two-tier charge: the first level is a needs assessment, responding to the propositions; the second level is to develop a set of recommendations to meet the identified needs.

1. Level 1

   a. Assess collection growth

   b. Assess existing space (including capacity and possible reuse)

   c. Set standards for preservation requirements

   d. Consider possible changes in technology, especially electronic media, that will affect collection growth

   e. Consider alternatives (a new building, high density shelving in Main stacks, remote storage facility, renovating existing building--fill in clerestories, build over plaza, etc.)

Level 2 (based on demonstrated need for new space in level 1):

a. Assess type of facility required considering collection growth, existing space, preservation requirements, available equipment (high density shelving)

b. Consider user access

c. Consider locations for the facility

d. Assess options for faculty involvement and for funding

Other considerations by our group:

1. The University Library was planned for future tower additions, off to the East; this is no longer possible due to Norris.

2. The facility should be compact, rather than continue the existing spread of the building.

3. If user accomodations are essential, user and book spaces should be separate areas.

4. High Density Shelving throughout the facility seems essential.

5. If a new building is required, staff, user and book space in Main should be reassessed.

ATTACHMENT 8

JOB TITLE: Administrative Assistant

DEPARTMENT: Preservation Department

REPORTS TO: Preservation Librarian

JOB SUMMARY:

Northwestern University Library's Preservation Department is vigorously expanding its program in response to a year-long study of the Library's preservation needs. Many new activities are being put in place, and the primary responsibility of this position is to ensure the smooth and effective operation of those activities. The work will involve attention to many details and a thorough understanding of Library procedures. This position requires direct supervision of the two person staff of the Bindery Preparation Office as well as several student employees.

JOB RESPONSIBILITIES:

1. Implement or coordinate the implementation of a wide variety of procedures relating either to major new programs, such as preservation microfilming or disaster planning, or to newly formalized practices, such as those necessary to improve the quality of commercial binding, to repair material that has been vandalized, to bring phase boxes into use in the Library, to decide what preservation action should be taken for individual items that cannot be repaired, or to survey whole collections to determine the scope and nature of the preservation treatments they need.

2. Coordinate the training of Library staff throughout the Library who perform preservation-related activities.

3. Conduct a preservation education program for Library users.

4. Assist the Head of the Preservation Department in preparing explicit policy and procedure statements for the Library's preservation program.

5. Supervise the preparation of library material that is sent to outside vendors. At present, this is primarily material that is sent to the commercial binder and material sent for preservation microfilming. In time, substantial amounts of material will be sent outside the Library for deacidification. It is expected that supervision of the routine work of the Bindery Preparations Office will occupy no more than 10-15% of the Administrative Assistant's time.

6. Other duties as necessary.

The second, third, and fourth duties described above involve extensive interaction with staff at all levels throughout the Library system.

REQUIRED QUALIFICATIONS:

Three or more years experience with bibliographic or other Library processes; knowledge of commercial binding practices; knowledge of library preservation preferred. Record of an ability to work successfully with a wide variety of people to identify problems and to solve them. Record of initiative taking, good organizational skills, and the ability to prioritize and delegate. College education preferred. An EEO/AA preferred employer.